



Health Care Quality: Driving toward improvement.

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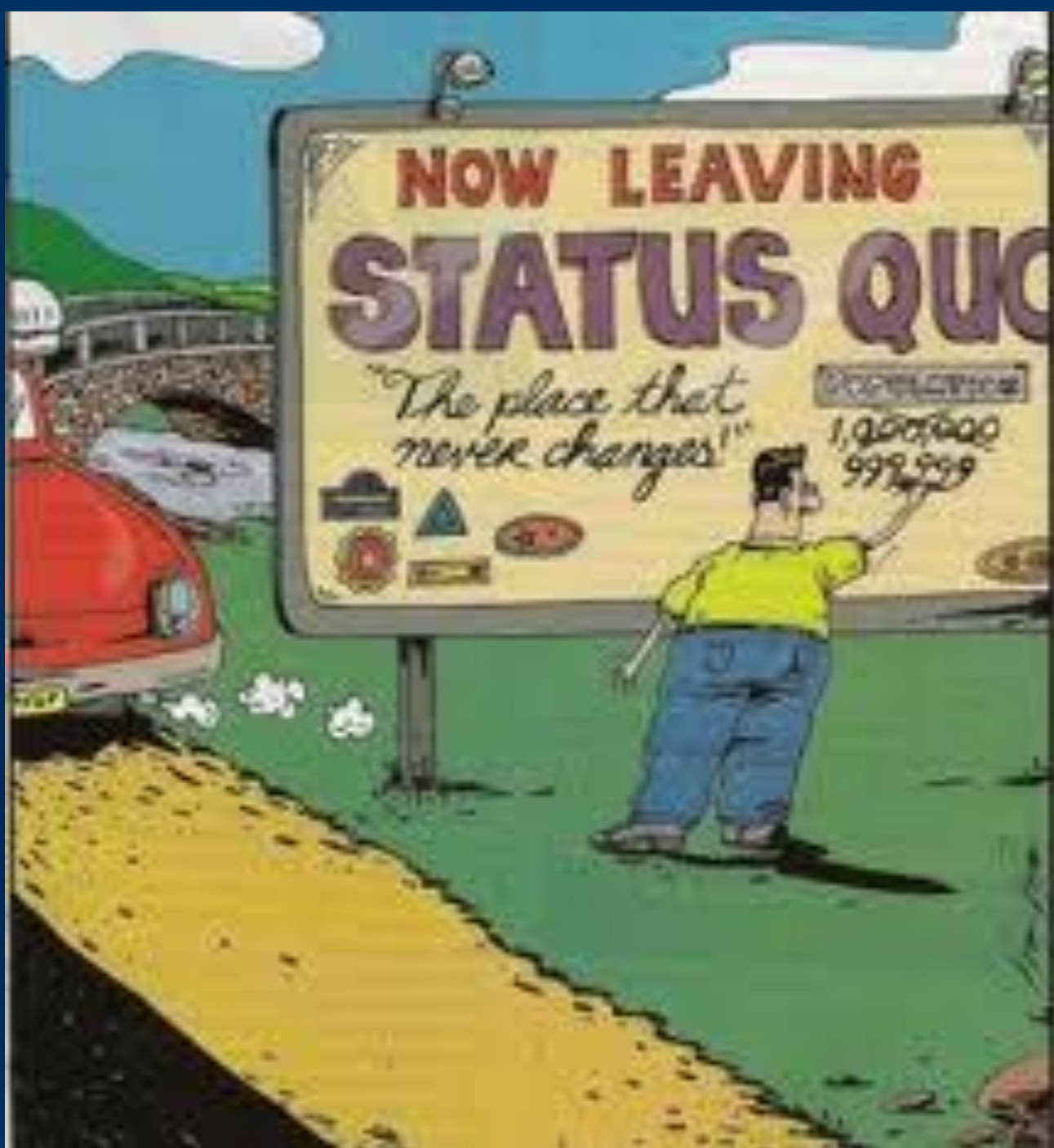
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Disclosures

Committees/Consultant/Advisor to:

- American College of Surgeons
- National Priorities Partnership
- National Measures Application Partnership
- National Committee for Quality Assurance
- AMA's Physician Consortium for Performance Improvement
- American Board of Medical Specialties
- Amedisys Health
- iHealth Alliance / PDR
- United Health Group
- Blue Cross Blue Shield of America
- Humana



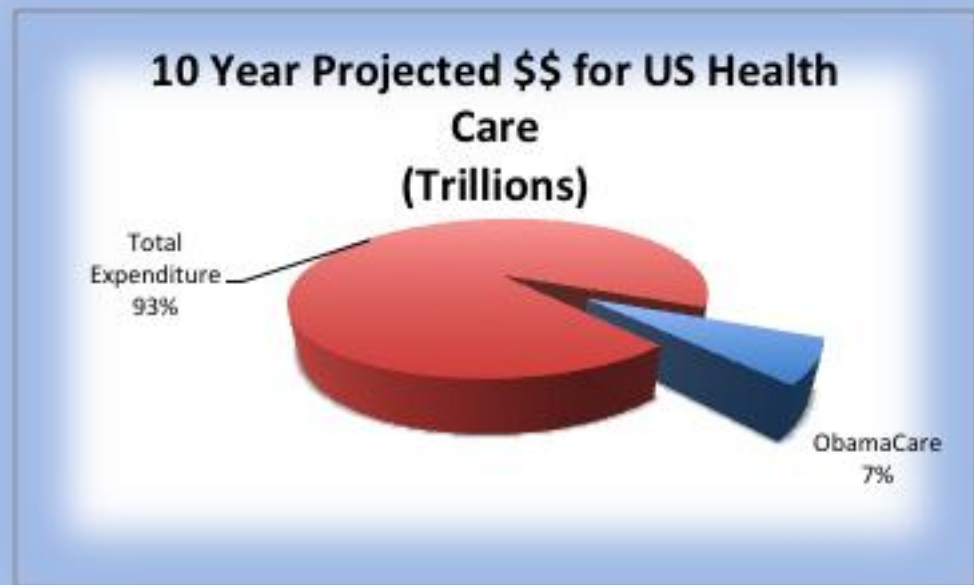
Affordable Care Act: Physicians

“Healthcare Reform cannot be a re-packaging of the status quo... it must be something new.”



Don Berwick, MD
Administrator, CMS
Feb 1st, 2011
Brookings Institute

Care & Cost of the Complex, and Frail Elderly



Affordable Care Act

- Access to Care
- Coverage Rules
- Payment Reform
- Delivery System Redesign

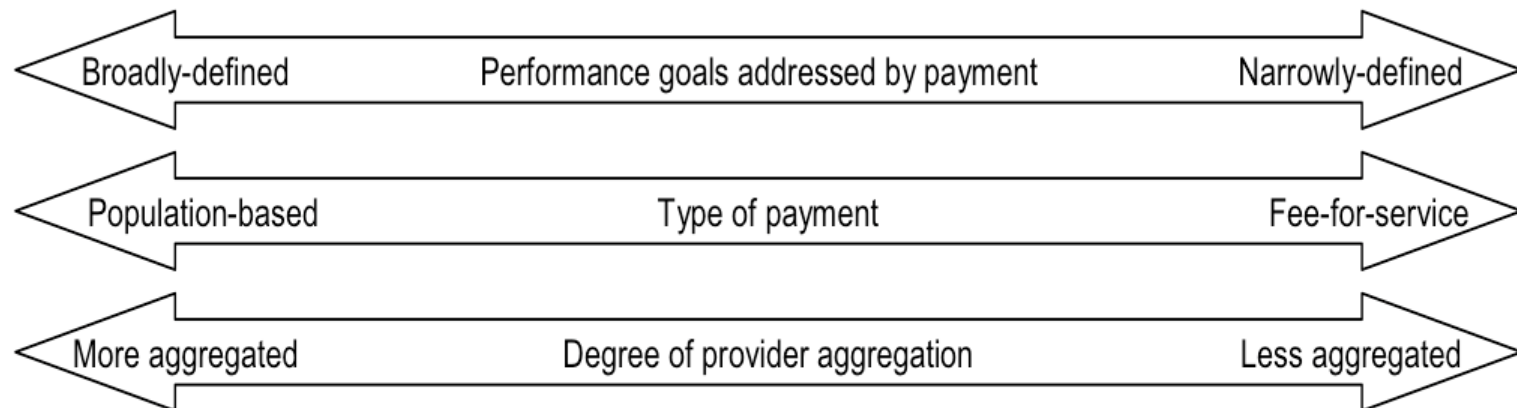
If repealed What remains?

- Payment Reform
- Delivery System Redesign

Alignment of Payment Systems

Cataloging of Payment Reform Models

1. Global Payment	4. Bundled (Episode) Payment	7. Hospital P4P	10. Physician P4P
2. ACO Shared Savings	5. Hospital-Physician Gainsharing	8. Readmissions	11. Shared Decision Making
3. Medical Home	6. Payment for Coordination	9. Hospital-acquired conditions	



Payment reform: data are currency

- Demands for information
 - Buyers want to price quality assurance
 - Delivery systems need to manage value
 - Patients want to know where to get care

Delivery System Redesign High Value Health Care (HVHC)

- ☐ Population based management
- ☐ Performance measurement
- ☐ Accountability
- ☐ Improvement

High Value Health Care

- Quality

- Structure, Process, Outcomes

- Safety

- Preventable Harms: Central lines, Catheters, Retained foreign bodies

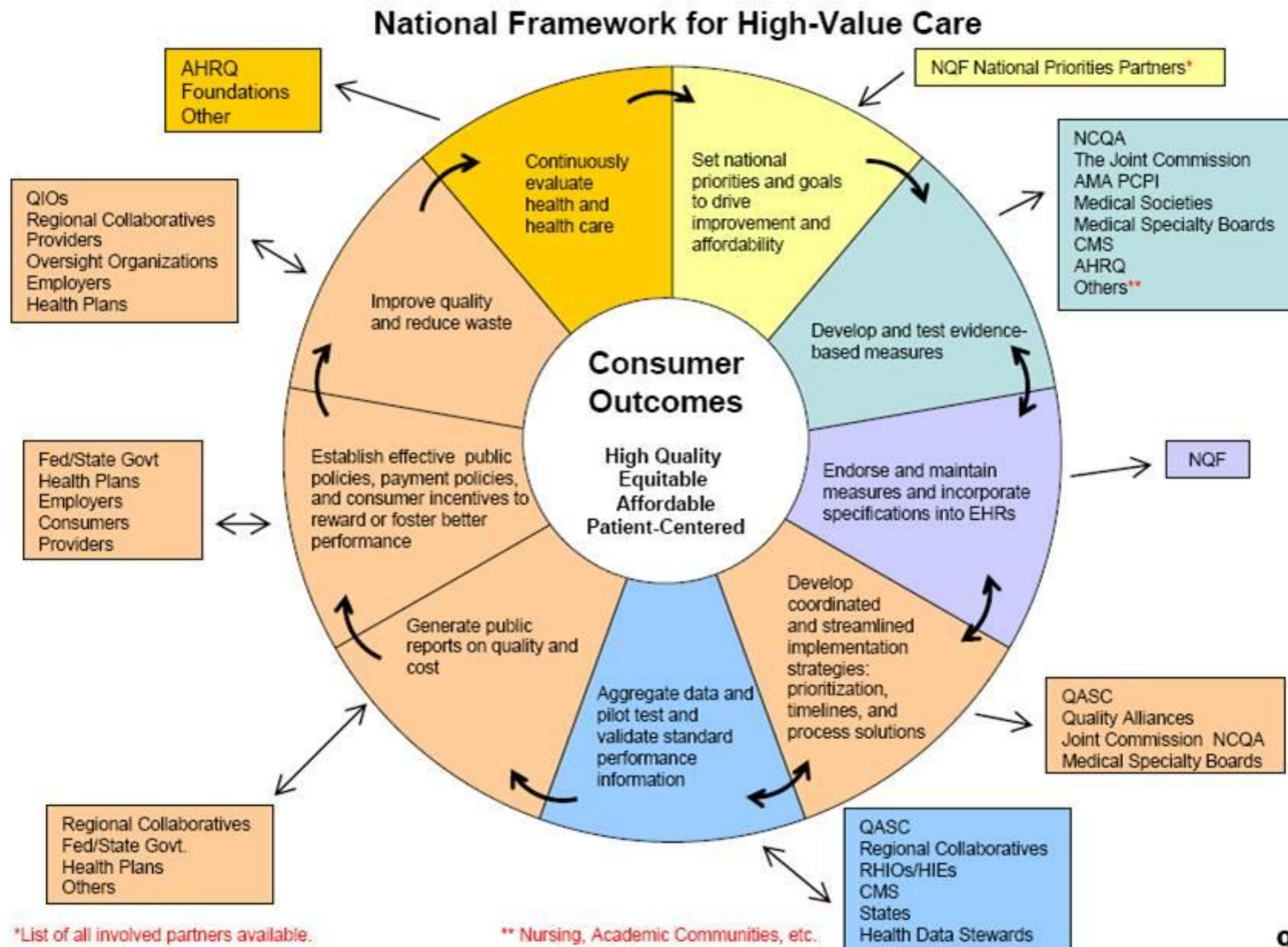
- Resource Use/Appropriateness

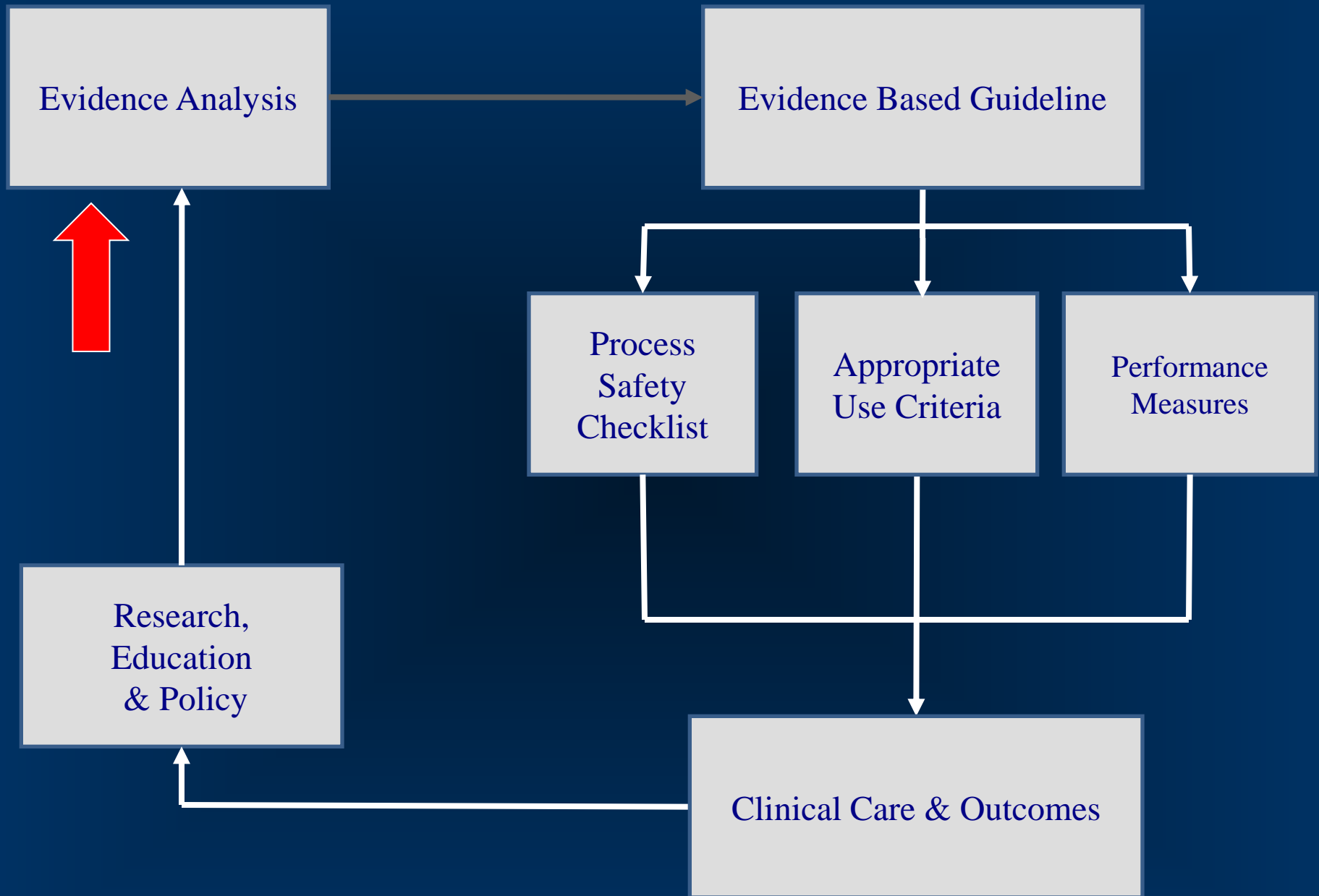
- Use of advanced imaging
 - Avoidable procedures

- Patient Experience of Care

- CAHPS Surveys
 - Patient Reported Outcomes
 - Shared decisions

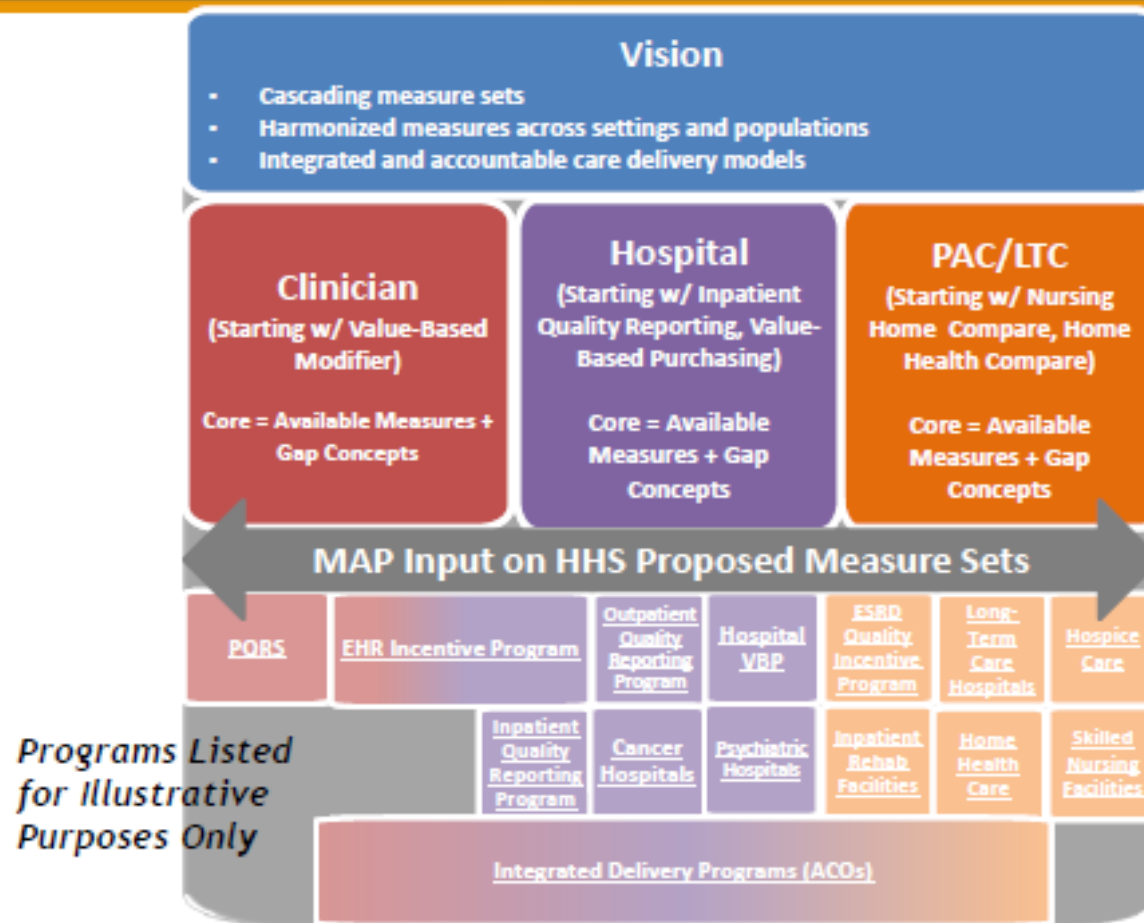
Quality improvement (a virtuous circle)



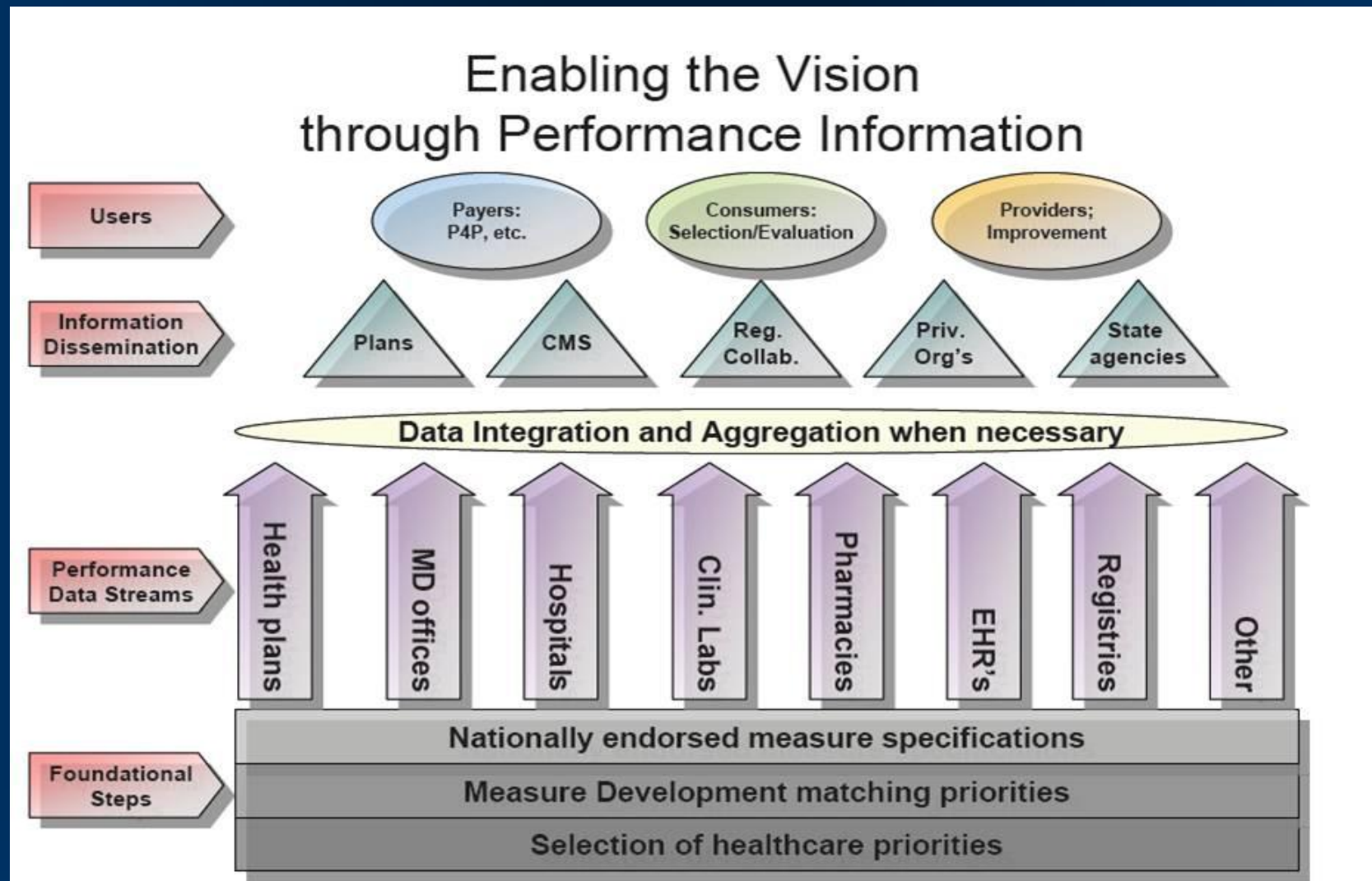


Measures Application Partnership

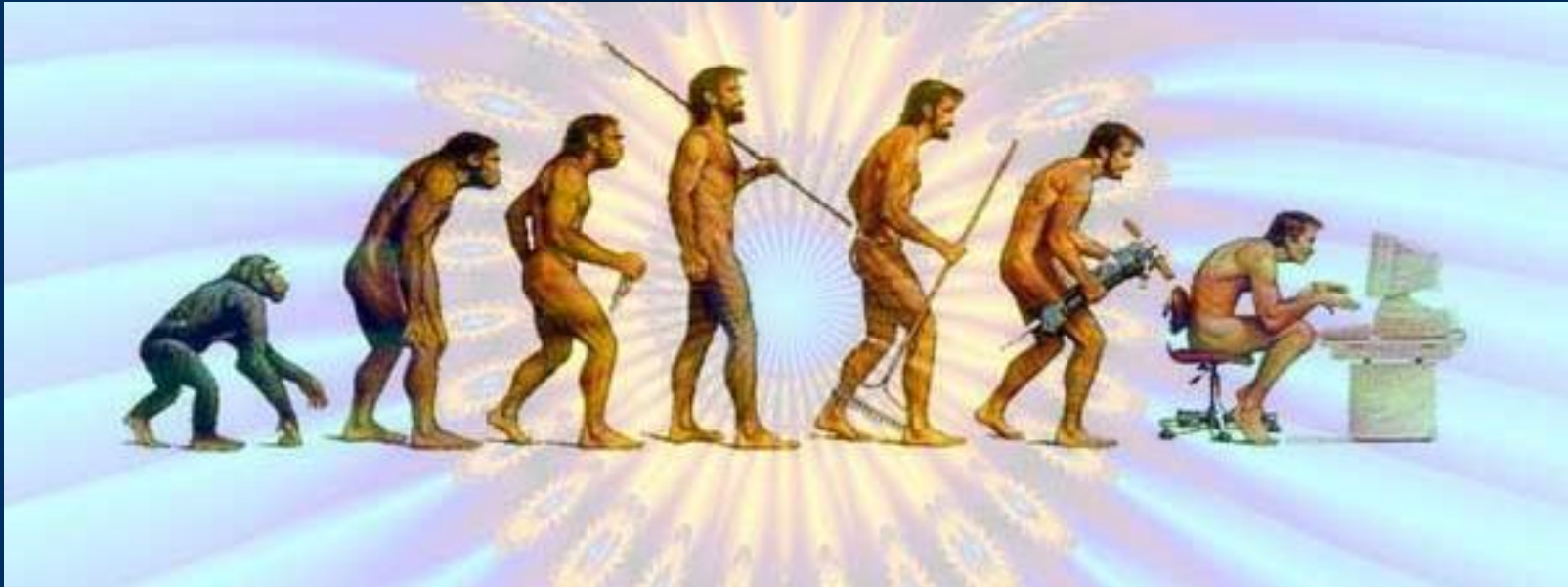
MAP Pre-Rulemaking Proposed Approach



The road map for a public-private partnership for transformational change

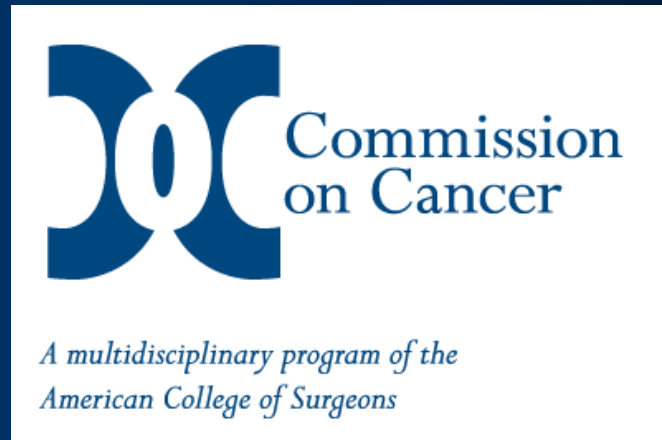


Quality Enterprise In Evolution



Measurement □ Benchmark □ Accountability □ Rewards □ Improvement

Registries and Outcomes

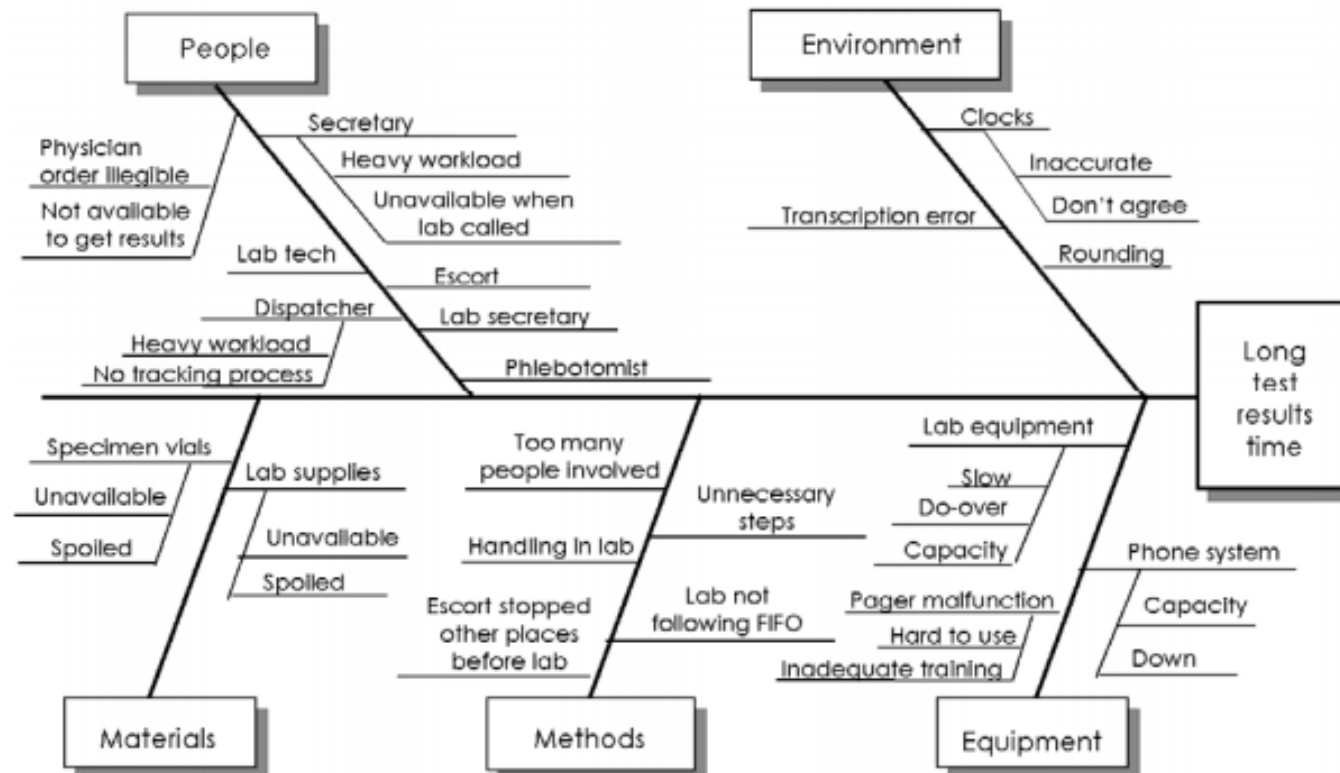


Improvement Science

www.ihl.org

Cause and Effect Diagram

Cause and Effect Diagram: "Fishbone"



Improvement Focus on the “how”

- The “what” are the evidence based guidelines and recommendations that already exists. New guidelines are not the goal – that is clinical research.
- Select an area where there is a clear gap between what is possible and the practice at most organizations – goal is to close the gap.
- Learn from organizations that have succeeded – how did they do it? The collaborative should be based on spreading that “how” to others who can benefit from those who have done it.

Foundation for Improvement

Will, Ideas, Execution

- **Will** – participants must own the problem and have leadership support to improvement.
- **Ideas** – don't recreate the wheel, rather learn from the success of others.
- **Execution**- use proven quality methods to test and measure.
- IHI uses the Model for Improvement: **small scale, rapid testing with measurement.**

Physicians in the 21st Century

- “It is more than just care delivery, it accountability.”
- ***Lead learning systems that drive the value proposition for the best quality at the best price***
- Accept risk in the delivery system
- Demand clinical integration
- Demand information and transparency
- New kinds of information – the uncertainty factor



Performance Measurement Physician's Perspective

Measure Steward	Goal
Hospital Credentials (TJC)	OPPE / FPPE
Specialty Board Certificate	MOC Part IV
Health Plans	Accountability (P4P/PBC/VBM)

Delivery System Redesign Target for 2020

- Seek to develop a learning health system which generates and applies the best evidence;
- Seek collaborative health care choices of each patient and provider;
- Drive the process of discovery leveraging observational health data;
- Ensure innovation, quality, safety and value in health care.

